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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - MARCH 2013

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Iraq Administrative Reform Project



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LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CB	Education Capacity Building Initiative
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
Col	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
COSQC	Central Organization for Standardization and Quality Control
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECBI	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
Gol	Government of Iraq
GSP	Governance Strengthening Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
Mol	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice

MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PM	Prime Minister
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
T&D	Training and Development
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*¹) for the period March 1 - 31, 2013. The Monthly Report for April is due on May 2, 2013.

EXECUTIVE SUMMARY

- **MoU Signed with Ministry of Oil.** USAID-*Tarabot* signed a Memorandum of Understanding (MoU) with the Ministry of Oil, outlining US assistance in service delivery, transparency and capacity building. The assistance will focus on improving procurement practices, and guide implementation of the new Iraq Development Management System (IDMS), a state-of-the-art software that will manage the Ministry's capital investment budget. USAID-*Tarabot* has signed eight MoUs so far, with the Ministries of Education, Labor and Social Affairs (Cooperation Roadmap), Municipalities, Migration, Transportation and Oil, and the Prime Minister's Advisory Council and Prime Minister's Office.
- **Company Registration Reduced to Four Days and One-stop-shop to be Offered.** The Ministry of Trade ordered all applications for new company registration be processed within four days, following USAID-*Tarabot* assistance on regulatory reform. This is a dramatic improvement over the current application time, which can take up to 90 days, and will save new business over \$30 million dollars in the next five years. The Ministry of Trade is expected to implement all of the reform recommendations on business start-up, including opening a one-stop-shop in the company registration office with the Chamber of Commerce and offering online registration.
- **Assessment of Challenges for Women in Civil Service.** USAID-*Tarabot* advisors surveyed women working in seven ministries to examine the extent to which discrimination exists in the hiring and treatment of women. Several workshops were delivered on leadership for female ministry employees, to build their confidence and decision-making skills and to provide a forum to discuss any issues encountered in the workplace. A final report was produced that recommends better human resources practices to eliminate disadvantages to women in civil service. The female participants asked for more training and a larger program is planned.
- **Muthanna Standard Bidding Documents Conference.** USAID-*Tarabot* held a fourth awareness conference for over 70 contractors on standard bidding documents for public works contracts, in Muthanna. Businesses were taught to prepare bids and introduced to evaluation criteria to build confidence in the bidding process. USAID-*Tarabot* is working with 18 ministries and 15 provinces to create more efficient procurement systems, including adopting a standard procurement process and plan for 2013 and posting tenders on government websites to show a commitment to award contracts fairly, and openly.
- **First Process Development Team.** The Ministry of Agriculture's Process Development team graduated from the USAID-*Tarabot* Standard Operating Procedures (SOPs) training program, this week. In March, following technical assistance from USAID-*Tarabot*, the Ministry agreed to form the team in order to document and streamline over 50 administrative processes over the next six months. The creation of standard procedures is crucial to this, helping to reduce errors, and increase accountability. Director Generals from the Ministry have so far approved 25 SOPs, written by the graduates who come from a variety of departments.

¹ For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning "Linkage".

Events: March showcased a variety of events for the USAID-Tarabot project. The following description accounts for the numbers and types of events delivered.

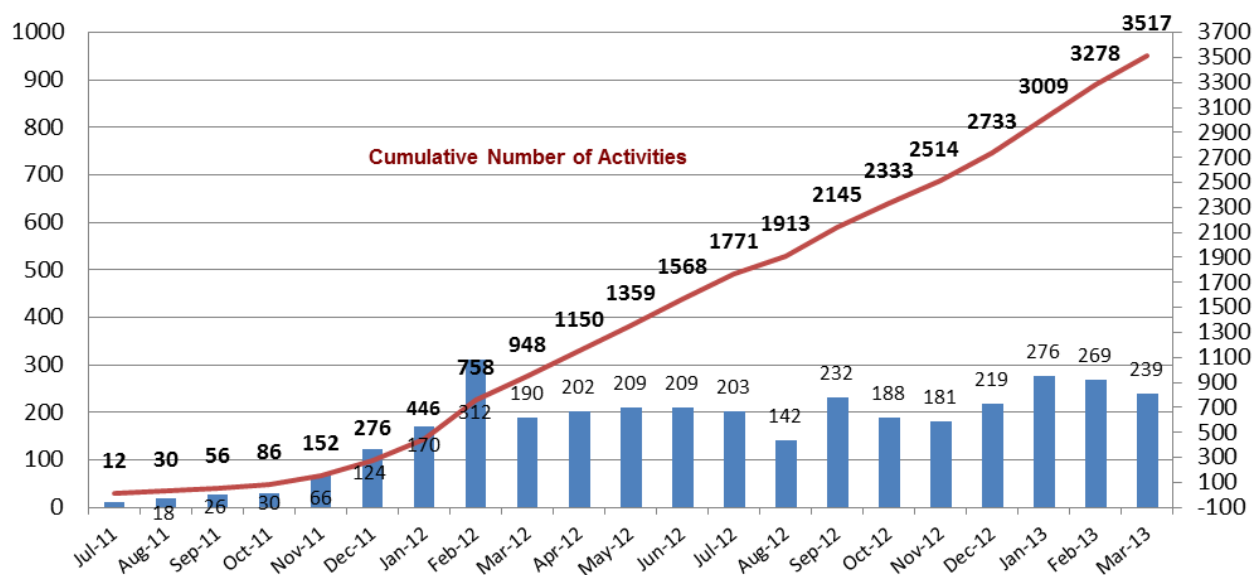
Total Events: USAID-Tarabot teams held 239 events (workshops and formal meetings) in March.

Locations: 130 of these events were held in Baghdad, while 109 were delivered on location in 13 provinces.

Type of Event: 229 events were formal assessment meetings, action planning, or implementation workshops. 10 events were introductory meetings.

Institutions: 132 of these events were with 21 ministries; 85 events supported the Governors' Offices; 11 events were directly with the executive offices; 1 event was with Provincial Councils; 4 events with NGOs, and 6 events were attended by a mix of entities specified above.

Tarabot Components: 54 events were carried out by the Civil Service Reform component, 35 by the National Policy Management component, 142 by the Administrative Decentralization component and 8 by the Education Capacity team.



CIVIL SERVICE REFORM (CSR)

I.1 Budget Reform

Introductory Medium-Term Budget Framework (MTBF) and Program Performance Budget (PPB) Training.

The Public Financial Management (PFM) Reform team held an introductory, two-day results-based management workshops for 42 accountants, auditors, and budget specialists from the Ministry of Communication (MoC), and the Ministry of Municipalities and Public Works (MoMPW). The training focused on program budgeting and medium term budget frameworks, including establishing high-level program budget structures and setting performance indicators. At the conclusion of the workshop, the ministries were able to produce draft indicative programs. The development of basic results-based management tools is a positive initial step towards understanding results-based budgeting.

Ongoing Review of Iraq's Public Financial Management Legislation. The PFM team continued to review the current budget and public financial management legislation (Budget Laws and CPA 95). As part of the process, PFM compared current Iraqi legislation to that of the Financial Laws from the Commonwealth of Australia and the Republic of Yemen. PFM's preliminary observations include the following:

- Current legislation should be revised to confer broader responsibilities to accounting officers and accounting authorities, including the establishment of a basic financial management system. Responsibilities should be divided by general issues, budgetary control, reporting, assets and liabilities, budget reallocation, and revenue and debtor management.
- A national government reporting law should make clear reference to International Public Sector Accounting Standards, list the responsibilities of the Inspector /Accountant General, and should stipulate a formal oversight report adoption by Parliament for annual financial statements.

The PFM team and the World Bank discussed their respective Iraq-focused work plans, including program budgeting and the Civil Service Reform team's progress in human resource development. They agreed to coordinate and share information on their work.

Public Financial Management Road Map Completed in Arabic. One of the objectives of budget policy reform is to support the introduction of results- based management (RBM), as a management tool throughout the government sector. The first step will be to introduce program budgeting, through which government activities can be categorized according to the intended outcome. The PFM Roadmap, now translated into Arabic, provides an overview of how program budgeting can be structured in the coming years. The roadmap will be submitted to the Council of Ministers Secretariat next month.

Cash versus Accrual Basis Accounting: Relevance for Iraq Paper Finalized. A working paper on cash versus accrual basis accounting for Iraq was finalized. It recommends that implementation strategies and timing should be carefully considered, that political commitment is essential, and suitably qualified accounting personnel are required. It stresses that a financial management system should be in place, supreme audit agencies must be suitably staffed, and accrual accounting should be seen as part of a wider public sector management reform. The paper describes various accounting arrangements, examines the features that support or impede reforms, and suggests criteria for evaluating reforms.

1.2 Human Resources Management

The CSR team reviewed the current structure for Human Resources (HR) divisions throughout the ministries and governorates. A draft report was prepared for submission to the Federal Civil Service Commission. The report proposes upgrading HR divisions to departments, and suggests modifications to improve the effectiveness of Human Resources Divisions (HRDs). The recommendations are based on eighteen months of work with HRD managers, section heads and staff. An employee relations function was also proposed to ensure compliance with the organization's legal requirements as an employer. It provides support to line managers when employee issues arise, such as internal communications, appeals, grievances, discipline, equal opportunities, and health and safety.

USAID inspectors held performance audit meetings with Directors General and Human Resource (HR) managers at the Ministries of Health, and Industry and Minerals. The officials explained their work with the USAID-Tarabot CSR team in implementing the approved structure for their HR divisions, including best practice procedures for HR management, training and development.

Initial Review of the Challenges for Women in Civil Service. The CSR team interviewed female civil servants, researched the Ministries of Finance and Communications, and looked at areas of potential discrimination in the hiring and career progression of women. The review identified the challenges faced by senior woman civil servants in their role as decision makers, such as legislative, regulatory and procedural barriers to empowerment and equality. The review recommends better human resources practices to eliminate disadvantages to women in the civil service. Based on the review's finding, two workshops were held to introduce participants to management and leadership skills that will support female civil servants in decision making positions within government institutions. They also provided an open forum to discuss issues and concerns they had in their own workplace. The workshops were attended by women from the Ministries of Planning, Communication, Finance, Oil, Industry and Minerals, Health and Agriculture.



Management Workshop for Women

Human Resource Division (HRD) Managers and staff from the Ministries of Oil, Industry and Minerals, Higher Education, and the Governorates of Kirkuk and Ninawa attended three workshops in Erbil. The first enabled HR managers and their heads of sections to review the standard job descriptions proposed for the HR Division functions. Participants worked in groups and presented ideas for modifications to the responsibilities in the job descriptions. They approved the managerial-level job descriptions and demonstrated a good understanding of the changes needed to meet their needs. The other two workshops were on Job Analysis and Job Descriptions, and Selection Testing and Interviewing. The 23 participants used case study exercises to draft procedures for these functions, developed by the CSR team, to comply with best practices in HR management and the relevant civil service laws.

The CSR team met HR managers and section heads from the Ministries of Agriculture, Oil, and Higher Education and Scientific Research. The progress of ministry staff in implementing the approved HR

division structure was assessed and participants agreed on actions to remove barriers that hinder the full implementation of the structure. CSR advisors also explained the need to review and implement the 52 standard job descriptions proposed for all HRDs.

The CSR team met with the HR managers and section heads from the Governorates of Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Muthanna, Najaf, Ninawa and Wasit. Progress in establishing the approved HRD structure was assessed and the standard job descriptions for all HRD positions were explained. Assistance was given to some of these HRDs in the procedure for writing job descriptions for any job within a governorate.

1.2.1 Human Resources Management Information System (HRMIS)

The CSR team completed the process mapping of the procedures for promotion and selection. These business process maps will help staff in HRDs to understand and implement the proposed best practice procedures for these important functions, in line with the draft Civil Service Law.

1.3 Federal Civil Service Institute (FCSI) and Training Sections

The CSR team continues to develop a training of trainers program on performance management for the training and development section staff of ministries and governorates. The program aims to develop the skills of managers to assess the performance of their employees. The team is creating a performance assessment methodology which will focus on individual performance, unit goals, the availability of resources, internal communication and incentive systems. They also worked on the structure of a performance management system.

The team supported the training and development sections of the Ministries of Communication and Health, and the Baghdad governorate, to develop their annual training and development plans. The plans are based on the assessment of the training needs of employees in relation to annual objectives for performance improvement and development. CSR advisors provided assistance to identify the activities to achieve annual objectives. The team assisted the training and development sections of Diyala and Najaf to analyze training needs data collected through earlier sessions and the section is now tailoring training activities according to needs.

NATIONAL POLICY MANAGEMENT (NPM)

2.1 Regulatory Reform

The Prime Minister approved Dr. Hamid Ahmed, Chief of Staff of the Prime Minister, to officially represent the Prime Minister and lead on all efforts of the Iraq Strategies for Regulatory and Administrative Reform (ISRAR).



Notice in Company Registration Office at MoT announcing 4-day processing period

The Company Registration Office in the Ministry of Trade (MoT) continues to implement ISRAR recommendations for improving business start up procedures. It has reduced document processing time to four days, simplified the procedure for paying fees, reduced paperwork requirements, eliminated checks with other ministries to verify documents, and eliminated the requirement that businesses hire an attorney to complete the registration procedures.

ISRAR is working with the MoT and the Chamber of Commerce to set up a one-stop-shop, which will enable companies to reserve a name and register in the same place, eliminating the need to visit separate offices.

NPM advisors held meetings on the implementation of import-export licenses and construction permits. This led to the Ministry of Municipality and Baghdad Amanat agreeing to work with ISRAR on the implementation of reforms. Four workshops will be held next month to prioritize and implement recommendations for construction permits. NPM advisors, the Deputy Minister of Trade, and the Director General (DG) of Foreign Economic Relations, held several meetings about ISRAR. It was agreed to review the recommendations related to import and export reform, and to continue to meet senior leaders from the ministry, PMAC, and the private sector, to eliminate import-export licenses for non-sensitive goods.

NPM Advisors are conducting a comprehensive regulatory review of all Iraqi regulations, beginning with a national inventory of all the legal instruments in Iraq. When the legal inventory is completed, information on legal instruments, laws, orders, instructions and other types of regulations, will be organized and stored online. The data will be used to facilitate the regulatory review process, and provide members of the public and private sectors access to detailed information about regulations.

2.2 Office of Policy Development in PMO

The NPM team held nine sessions with the Prime Minister's Office of Policy Development based around the drafting of three policy papers.

- **Desertification.** Dr. Muthafar Hamoudi recommended the creation of a committee, hosted by the Ministry of Environment, to build awareness with the government and public on the dangers of desertification on the environment, health, economics, agriculture, water and quality of soil.

- *Groundwater.* Dr. Sadeq Jawad argued for a national policy to regulate groundwater extraction so that it is sustainable. Currently, the drilling of water wells has been done with little account of future impact. Groundwater is increasingly important because of a dearth of surface water caused by droughts.
- *Unemployment.* Dr. Ali Shammari developed two scenarios modeled on the American programs “Action” and “Peace Corps” to address unemployment among university graduates, with particular focus on impacts by gender.

The first public policy debate on Dr. Jowan Masum’s paper on the Modernization of Iraq’s Postal Service, is scheduled for April 3rd at the Prime Minister’s Advisory Council (PMAC). The debate will inform citizens about the national policies being formulated, and increase transparency by encouraging their participation. Thamer Ghadban, the Chairman of PMAC, invited ministries, parliamentarians, think-tanks, universities and the private sector to the debate. Dr. Hamid Ahmed, the Chief of Staff of the Prime Minister, also agreed to attend, and requested that all policy papers should be published in one document for the Prime Minister’s Office.

2.2.1 Office of Policy Development in the Ministries

The NPM team continued its support in policy formulation for the Ministries of Environment, Labor and Social Affairs, Human Rights and Migration and Displacement. Policy officers from newly formed public policy units in these Ministries attended seven workshops on the policy cycle including the concept of evidence-based policy making. This month, the workshops focused on the importance of consultation in policy development, stakeholder analyses, the development of policy options. Decision-making and communication processes were also discussed.

Economic Policy Paper Development. A group of foreign trade experts, formed by the Ministry of Trade’s Public Policy Committee, completed a diagnostic review of the trade agreements of Iraq. The review evaluated foreign trade performance, and assessed the capacity of information systems and staff. Using the results, the group drafted a policy brief aimed at streamlining free trade agreements. The policy brief and review were submitted to the Public Policy Committee for approval. The DG for Foreign Economic Relations requested NPM to help facilitate consultation between MoT and other ministries, and ensure consistency between the trade and sectoral policies.



Ministry of Trade Meeting

A team of policy advisors from the Ministry of Industry and Minerals’ (MoIM) Industrial Policy & Reform Unit (IPRU) completed a diagnostic study of the industrial sector’s monitoring and evaluation (M&E) system. The team completed brief for a modern M&E system for the Iraqi Industrial Strategy programs. Another team of ministry experts produced a communications strategy that defines objectives, the target audiences, outlines the message, and defines communications channels. The two briefs have been submitted to ministry leadership for review and approval.

The Ministry of Electricity continued work on energy efficiency policy, finalizing a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for electricity generation and distribution. The findings

and recommendations were submitted to senior management for approval. The ministry team also prepared the terms of reference for producing a policy brief based on three areas for action: expanding use of renewable energy, reforming legal and regulatory frameworks, and adopting efficient methods of power generation and distribution.

The NPM team and the Deputy Head of Policy & Strategy Support Unit (PSSU) and other experts from the Ministry of Agriculture (MoA) discussed a proposal to offer training on the governance of agricultural policy, using the cluster system to address major themes, bring stakeholders together, and translate policies into programs.

The Ministries of Trade, Industry and Minerals, Electricity and Agriculture attended four workshops on Quantitative Policy Analysis, which uses statistics to verify the results of policy recommendations. The workshops illustrated the statistical cycle of the policy research starting with data collection, classification, and analysis, and leading to the prediction of results in the future.



Quantitative Policy Analysis Workshop

Social Policy Paper Development. The NPM team delivered a workshop on decision-making and communication in public policy for the Ministries of Environment, Human Rights, Migration and Displacement, and Labor and Social Affairs. The workshop built on a medical waste case study. Participants were shown how to combine research into a policy briefing paper. The goal of the workshops was to provide decision-makers with clear, informative policies. NPM advisors also showed how to better communicate with citizens, and understand the role of the media in defining problems, communicating ideas, and assessing the mood of citizens.

2.3 Office of Policy Development in President of the Republic's Diwan

The NPM Team conducted four sessions with the Presidency advisors and a representative from the Office of Policy Development of the Prime Minister, to draft a policy paper on brain gain. Seven policy options were discussed to encourage the return of Iraqi academicians to teach in local universities, along with the procedures needed to implement the recommendations and how to use quantitative policy analysis to examine data.

The Chief of Staff of the Presidency Diwan, Mohammed Shaker, agreed to organize a roundtable debate on the policy paper of brain gain. The Chairman of the Presidency plans to appoint eight staff, who attended NPM trainings, to become dedicated policy makers. The Chief of Staff also committed to share the Presidency Bureau of Public Policy concept with the Egyptian President's Office during his visit.

2.4 Policy Communication and Outreach

The NPM team celebrated International Women's Day by holding a roundtable on policy advocacy for women's issues for 32 women representing parliament, civil society, universities, ministries, think-tanks,

women activists and media. The attendees recommended that the government should establish a High Commission for Women, and will plan advocacy campaigns against laws negatively affecting women.



Women's Day Workshop

On International Women's Day, the NPM team delivered a presentation on Public Policy and Legislation in Iraq to the members of the Committee for Women, Family and Children, attached to the Council of Representatives. The workshop discussed the 18 constitutional articles that refer to public policies and emphasized the need for policy to address social benefits and misdemeanors. Dr. Intisar Al-Jobouri, the Chairwoman of the Committee, asked for workshops on public policy for all the members, and offered to help organize them.

The NPM Team delivered the last four workshops on public policy advocacy to NGOs from the provinces of Babil, Karbala, and Diwaniyah. 92 attendees, from 24 NGOs, learned to communicate their message, identify issues, develop advocacy campaigns, write clear project proposals and build media relations.

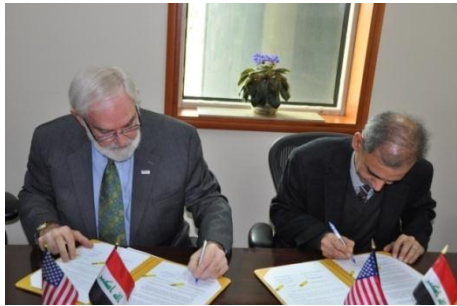
NPM delivered six workshops on policy advocacy and media relations to over 19 NGOs. The focus was on vulnerable populations. Participants learned to write proposals, prepare budgets, and build relations with media outlets in order to get greater coverage for their cause.

ADMINISTRATIVE DECENTRALIZATION (AD)

3.1 AD Component Wide

USAID-Tarabot conducted the first Muthanna Conference, attended by the Governor, the Chairman of the Provincial Council, and more than 170 high level participants. The event outlined USAID-Tarabot's achievements over the past year. The Quality Management, Decentralization, and Procurement Advisory Units pledged to continue to help improve the quality of services in the governorate.

A memorandum of understanding (MoU) was signed between the Government of the United States,



USAID Mission Director MoO DG sign memorandum of understanding

represented by USAID, and the Ministry of Oil. The USAID Mission Director and a Director General (DG) from the ministry signed the agreement, which promises USAID-Tarabot assistance in strengthening its service delivery mechanisms, capital resource management, and overall operational management. The DG voiced his support for USAID and the Tarabot project, saying "I think the cooperation that this agreement represents will be very beneficial to the Ministry. USAID-Tarabot has done outstanding work in other GOI ministries, and we look forward to the same." The Ministry of

Oil is Iraq's largest spending ministry, with a capital investment budget over USD \$10 billion.

3.2 Planning Advisory Unit

The Planning Advisory Unit worked with the provincial governorates to establish and promote steering committees, and carry over in-progress projects from 2012 into the 2013 provincial projects list.

Advisers presented an overview of the National Development Plan (NDP) to COMSEC, focusing on the economic development, areas of disconnect between the current project cycle and the goals of the NDP, and project analysis. They explained the importance of each ministry setting development priorities and project selection criteria in line with the NDP.

3.3 Administrative Decentralization Support

Decentralization advisors and economic consultants from the Ministry of Industry and Minerals (MoIM) worked to include decentralization protocols on the industrial policy. They also met provincial authorities to move forward on their work plan, prepare for workshops, and tailor the decentralization agenda to the constitution.

The Governor's Office in Diyala issued an order to form an administrative decentralization team, following a number of USAID-Tarabot workshops. The team, to be headed by the Technical Deputy Governor and staffed by committee chairpersons, will be tasked with implementing procedures for decentralization in coordination with the USAID-Tarabot.

3.4 Project Management Advisory Unit

Project Management advisors trained several government entities in Baghdad and the provinces. Advisors worked with the Ministries of Electricity, and Migration and Displaced, to demonstrate the usefulness of MS Project as a means to improve the monitoring and evaluation of projects. As a result of the meeting, The MoMD issued an official letter detailing its intent to adopt the project. The letter demonstrates the ministry's interest in managing government projects in a more efficient, transparent, and organized way.



Procurement Feasibility Workshop

3.5 Procurement Advisory Unit

A conference was held in Muthanna to build awareness for contractors on standard bidding documents. Participants learned about the specifications of bidding documents, evaluation criteria, and how to prepare a responsive bid. The Governor of Muthanna and over 70 contractors and contract managers from several provinces attended the event. Advisors presented an overview of bid evaluation methodology using a sample bid evaluation report. Contractors demonstrated a deep understanding of the subject matter, asking detailed questions on the details of the standard documents.



Procurement workshop at the Ministry of Health

The team discussed best international practices over ten days with 28 representatives from the Ministry of Transportation and its affiliates in Basrah. Advisors reviewed procurement processes, procedures, standard bidding documents, bid evaluation procedures, and contract awards.

Advisors worked with ministries to complete procurement plans for 2013, and to transfer knowledge on best international practices in standard bidding documents, bid evaluation, and contract implementation.

3.6 Organizational Development Advisory Unit

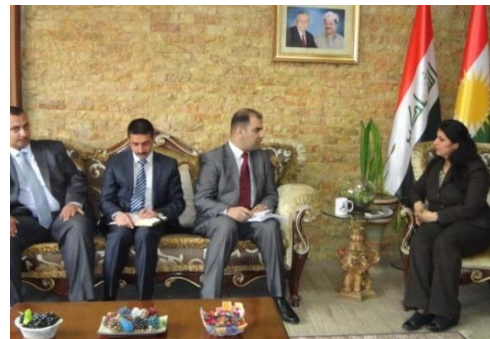
The Organizational Development team participated in several meetings with the Ministry of Construction and Housing and the Ministry of Higher Education to obtain steering committee approval for work plans developed by ministry's Organizational Development team. USAID-Tarabot advisors also met with representatives from the University of Basrah to confirm the completion of the redesign of the university's vision, mission, and values. Advisors pushed forward a plan to expand this mission to all colleges at the university in order to increase engagement in the administrative reform process. Advisors also offered their services in organizational development to several government entities and raised awareness about the benefits of internal organizational development units.

3.7 Service Effectiveness Advisory Unit

Service Effectiveness advisors in Dhi-Qar and the Ministry of Youth & Sports analyzed the results of a customer survey and composed a report with their findings. The advisors taught the methodologies of surveying so that the ministry might use it in the future as a monitoring and evaluation tool.

3.8 Service Center Advisory Unit

The Service Center Advisory Unit, completed a one-week tour of current and prospective Social Safety Net (SSN) and One-Stop Shop (OSS) service center sites in the Kurdistan Regional Government (KRG). The purpose of the tour was to introduce the One-Stop-Shop Service Center and activate the Social Safety Net in the KRG. Service Center team advisors visited four sites in the provinces of Erbil, Sulaymaniyah, Dahuk, where advisors presented the function of SSN and OSS to technical staff and DGs, and surveyed government property for suitable space for a service center. USAID-Tarabot advisors also met the Minister of Labor and Social Welfare to present a detailed report on the findings and the recommendations for service center sites.



Service Center advisors meet KRG Minister of Labor and Social Welfare

Service Center advisors presented information on the service center life cycle and work stages for Ministry of Higher Education (MoHE) and discussed the requirements to open a "one-stop shop" service center. They also provided technical assistance on the software, terms of reference, and the automation of the service center.

3.9 Quality Management Advisory Unit

The Governor of Wasit approved the establishment of a quality division and project management office. The Governor also promised to adopt the Quality Management System ISO 9001 in his directorates. In a press conference to announce the new offices, the governor praised efforts made by USAID-Tarabot and urged his staff to work with the project to improve services.



Quality Management Completed a Gap Analysis at Hammurabi Headquarters

Advisors also completed a two-day gap analysis meeting for Hammurabi contracting company, a subsidiary of the Ministry of Construction and Housing, to evaluate its current quality management system and examine how it matches the requirements of the ISO9001 quality standards.

3.10 Iraq Development Management System

IDMS advisors worked with the Ministry of Planning (MOP) to receive and review IDMS submissions and to fine tune data collection programs. The advisors also reviewed issues with logging in and data entry. They finalized a report to Synergy, the IT company responsible for IDMS, and assisted ministry staff to prepare for the upcoming handover and troubleshoot any errors.

3.11 Education Capacity-Building Initiative

The Education Capacity Building Initiative (ECBI) team completed eight workshops at both the competency and advanced levels.

The ECBI team met with the Deputy Minister of Scientific Affairs, an education advisor for the Prime Minister's Advisory Council (PMAC), citing positive feedback from trainees, asked USAID-Tarabot to expand its training for the Ministry of Education including strategic planning.

The ECBI team also presented an updated version of the Education International Donors Database to PMAC's Education Advisor and IT staff. The Education Advisor was happy with the latest changes and is planning to launch a trial-run of the database next month, in parallel with the hand-written method previously used, and compare the reports generated by the two. The advisor also asked for additional features. The database will increase understanding of the various education-focused donor projects, making it easier to prevent duplication, identify successful activities, and ensure a more comprehensive picture of assistance to the ministry.

3.12 Process Development Advisory Group

Process Development advisors held a conference on Standard Operating Procedures with the Deputy Minister and Director Generals from the Ministry of Agriculture. Ministry staff documented 25 standard operating procedures, which will help speed up the transfer of institutional knowledge, and provide greater efficiency, and predictable end results in a number of other areas.

The Process Development team also met four state companies for the Ministry of Agriculture and instructed them on writing standard operating procedures..



*Standard Operating Procedures Conference at
Ministry of Agriculture*

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 33 expatriate and 244 local personnel, as of March 28, 2013.

Visa application processing continues uninterrupted.

Security, Facilities: The Ministries of Justice and Education and other government offices were attacked on March 13, which restricted staff movements for the next three days. On 17 March, an explosion occurred near the Basrah hub office. Under the recommendation of local authorities, the manager released staff early. USAID-*Tarabot* facilities in Basrah were not damaged.

The Basrah Governorate has established new procedure for non-Iraqi personnel flying into the Basrah Airport. Expatriates are now required to be accompanied by an Iraqi employee at customs. The new procedure has not impacted trips to the city.